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Item 10 of the provisional agenda*

ECONOMIC COMMISSION FOR AFRICA

Twenty-third session of the Commission/ fourteenth meeting of the Conference of Ministers

Niamey, Niger
14-19 April 1988

Item 6 of the provisional agenda**

LC/NAIROBI

REPORT OF THE EIGHTH MEETING OF THE CONFERENCE OF CHIEF EXECUTIVES OF ECA-SPONSORED REGIONAL AND SUBREGIONAL INSTITUTIONS

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A. ATTENDANCE

1. The Eighth Conference of Chief Executives took place in Tangiers, in the Kingdom of Morocco under the chairmanship of Professor ADEBAYO ADEDEJI, United Nations Under-Secretary-General and Executive Secretary of ECA. The Conference was officially opened by H.E. Mr. M'Hamed Laalej, the Governor of the King of Morocco in Tangiers.

2. The Chief Executives and representatives of the following ECA-sponsored institutions attended the conference: West African Clearing House (WACH), Regional Centre for Training in Aerospace Surveys (RECTAS), Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRS), Regional Centre for Remote Sensing (CRTO), African Organization for Cartography and Remote Sensing (AOCRS), Eastern and Southern African Mineral Resources Development Centre (ESAMRDC), Central African Mineral Resources Development Centre (CAMRDC), African Regional Centre for Technology (ARCT), African Regional Centre for Engineering Design and Manufacturing (ARCEDEM), African Regional Organization for Standardization (ARSO), African Institute for Higher Technical Training and Research (AIHTTR), Regional Institute for Population Studies (RIPS), Institut de Formation et de Recherche Démographique (IFORD), African Institute for Economic Development Planning (IDEP), African Centre for Applied Research and Training in Social Development (ACARTSOD), Eastern and Southern African Management Institute (ESAMI), and Association of African Trade Promotion Organization (AATPO).

3. Representatives from the Economic Commission for Africa were also present.

B. PROGRAMME OF WORK AND AGENDA

4. The programme of work for the Conference was as follows:

(a) Pre-conference seminar on "Programme Budgeting as a Tool for Effective Management", 15 March 1988. The report on the seminar was considered under an agenda item of the Conference.

(b) Meetings of the Specialized Groups of ECA-sponsored regional and subregional institutions, 16 March 1988. Their reports are attached as Annex II;

(c) The Eighth Conference of Chief Executives of ECA-sponsored regional and subregional institutions, 16-17 March 1988.

5. The Conference adopted the following agenda:

1. Adoption of the agenda.
2. Adoption of the Report of the Seventh Conference of Chief Executives.
3. Matters arising from the report of the Seventh Conference.
4. Relations between ECA divisions and ECA-sponsored institutions: Nazareth and Addis Ababa meetings.
5. Report of the Standing Committee on Harmonization and Standardization of Documentation and Information Systems at ECA-sponsored regional and subregional institutions.
6. Draft Consolidated Biennial Report on the Activities of ECA-sponsored regional and subregional institutions for 1986/87.
7. Draft Consolidated Biennial Work Programme and Budgets of ECA-sponsored regional and subregional institutions for 1988/89.
8. Bulletin of ECA-sponsored institutions.
9. UNDP Fourth Programming Cycle - Progress report.
10. Report of the Seminar on Programme Budgeting.
11. Presentation of reports of the meetings of Specialized Groups.
12. Date and venue of the Ninth Conference of Chief Executives.
13. Adoption of the Report.
14. Closure.

C. ACCOUNT OF PROCEEDINGS

Opening of the Conference

6. In opening of the Conference, the Governor of the King of Morocco in Tangier, H.E. Mr. M'Hamed Laalej, warmly welcomed the Executive Secretary of ECA and participants to the Kingdom of Morocco and particularly to the city of Tangier. He noted that Morocco was, at the time of the holding of this conference, also hosting other important conferences and activities connected with African efforts towards development; this was demonstrative of the Kingdom of Morocco's abiding interest in contributing to the development of Africa. The Governor praised the efforts which have been made by ECA towards the improvement of economic and social conditions in African countries.

7. In his opening statement, the Executive Secretary of ECA noted that the raison d'être of ECA's Chief Executives Conference was the harmonization and co-ordination of activities between and among the institutions and between them and ECA. He stressed that the need for this was now more pressing than ever before given the fact that Africa's economic problems, rather than abating, were becoming worse and the challenges of the economic crisis and the scarcity of financial resources were greater and more daunting. He noted that the ECA family of institutions now constituted a system within a system and collective inputs to the development process in the continent would be maximized if there the closest links were established at all levels.

8. The Executive Secretary pointed out that the Eighth Conference of the Chief Executives was significant for, inter alia, it was to:

(i) Review the performance of the institutions during 1986-1987 biennium;

(ii) Consider the work programme and budgets for 1988/89;

(iii) Consider the input of the ECA-sponsored institutions to the medium term review and appraisal of the implementation of the UN-PAAERD.

(iv) Discuss modalities for enhancing coordination between and among the institutions and between them and ECA.

He reminded the conference that 1988 was the 30th anniversary of ECA, and, therefore, a year for retrospection, evaluation and for planning. He urged all the institutions to work together with ECA and redouble their efforts in confronting the development tasks faced by their member states. The recently adopted Khartoum Declaration had once again forcefully put the human dimension in the forefront of development efforts. As such, the institutions should regard human resources development and utilisation as an area of special concern in the years ahead.

9. The Secretary-General of the Association of African Trade Promotion Organizations (AATPO) welcomed participants to his institution; he expected that the Conference would be successful given the interesting programme that had been drawn up.

Adoption of the Report of the Seventh Conference of Chief Executives (Agenda item 2)

10. The Report was adopted by the Conference without any amendments.

Matters arising from the Report of the Seventh Conference of Chief Executives (agenda item 3)

(a) Group Insurance Scheme

11. The Chief Executive of ARCT explained that no progress had been made in getting the Institutions to come together and agree on a group insurance sheme. At the same time institutions such as ACARTSOD, ARCEDEM and ARSO had individually approached Van Breda for separate insurance policies. The Chief Executive of ARSO

pointed out that the experience had resulted in two companies being identified as suitable for the purposes of the institutions. He proposed that Chief Executives consider using either of the two and, at a later date, a common position would be worked out. The Chairman stressed that it was in the interest of the Chief Executives themselves and their institutions to take out comprehensive insurance policies. He enumerated the benefits to be derived from a Group Insurance Scheme. The Chief Executive of WACH expressed support for a continuation of efforts for a group insurance scheme. Each Chief Executive then explained the type of policies used in his institution and it was noted that 6 of them insured with ALICO, and 4 had taken out, or were in the process of making, separate arrangements with Van Breda; the rest held local insurance policies or had none at all. After further discussion on the subject, the Chairman proposed that for those six institutions already having individual policies with ALICO and for those with Van Breda it would be easier,and certainly more beneficial, to arrange for a group scheme with each company. The other institutions should decide wether to insure with ALICO or Van Breda. The Chief Executives of ARCT and ARSO would coordinate these actions. The proposal was adopted by the Conference.

(b) Harmonization and Standardization of documentation and information systems

12. This subject appears as a separate agenda item.

(c) The role of ECA-sponsored regional and subregional institutions in the implementation of the UN-PAAERD

13. The Chairman informed the meeting that this year a mid-term review of the implementation of UNPAAERD will feature on the agenda of TEPCOW and the ECA Conference of Ministers. The UN Inter-Agency Task Force was now preparing a draft report which would be partly based on information derived from questionnaires sent out to member States. After consideration by the Conference of Ministers a more comprehensive submission is to be prepared for the 43rd session of the UN General Assembly. The Chairman reminded Chief Executives that they should be seen to be playing an active role in the implementation of UNPAAERD. Contributions from the institutions to the report for the ECA Conference of Ministers or that for the UN General Assembly would be welcomed and Chief Executives should try to attend the ECA meetings in Niamey, in April. The Chairman also recommended that the role of the institutions in the implementation of UNPAAERD should be included on the agenda of their policy organs so that member States would be better informed on the subject.

(d) United Nations Volunteers (UNV)

14. The Seventh Conference had urged Chief Executives to make greater use of the UNV Programme and to secure TACCO's assistance in following up on any initiatives taken. The Chairman requested Chief Executives who had not done so to look into possibilities of benefiting from the Programme.

(e) Common Identity Card

15. The Secretariat explained that those institutions that had responded to ECA's circular and supplied the information requested had already received their identity cards. The ARCT Chief Executive expressed his gratitude to ECA, on behalf of his colleagues, for the quality of the identification cards. Chief Executives who had not done so were enjoined to send the information required for processing of the cards for their staff.

Relations between ECA divisions and ECA-sponsored institutions: Nazareth and Addis Ababa Meetings (agenda item 4)

16. The Secretariat presented document ECA/CEE.8/4, focussing only on those rules deriving from the responsibility of ECA as the executing agency accountable to UNDP and bilateral and multilateral donors. Two areas of initial concern were (a) recruitment, and (b) procurement. On recruitment the Secretariat explained that all project executions, whether carried out directly by ECA or subcontracted to the local UNDP Resident Representative to act on behalf of ECA-sponsored regional and subregional institutions, are governed by the UN Financial Regulations and Rules. With a view to facilitating the recruitment of staff, the Secretariat noted that the Executive Secretary had decided to delegate responsibility for recruitment of locally recruited staff as well as National Professional Project Personnel (NPPP) to the local UNDP Resident Representative, to act on behalf of the institutions. The recruitment and conditions of employment of the locally recruited support staff, General Service category, are governed by the 100 series of the UN Staff Regulations and Rules. In order to ensure that these are not violated specific guidelines and steps to be applied in the exercise of the delegated authority are spelt out in document ECA/CEE.8/4. The Executive Secretary had decided, furthermore, to delegate direct responsibility, pending finalization of recruitment process, to the Chief Executives of ECA-sponsored institutions for the recruitment of staff in the General Service Category, for contracts up to a maximum of three months. ECA should be informed by cable and copies of relevant documentation made available. The recruitment of project personnel, including project management officers, remained a matter reserved for the Executive Secretary.

17. On procurement, the Secretariat explained that the financial ceilings for which institutions and subregional offices may take direct procurement action had been raised to $5,000, provided that the local procurement Committee approve such purchases. ECA waiver should be made where it is not possible to obtain at least three quotations for each item of purchase. For items over $5,000 each, the ECA Committee on Contracts must consider and make recommendations to the Executive Secretary for each request. For purchases in excess of US$40,000 each, in addition to Executive Secretary's approval, the case must also be submitted to the Headquarters Committee on Contracts (HCC) for review and approval. Procurement can only take place after the recommendation of HCC has been received. For purchases within its purview the Technological Innovations Committee in ECA should be informed.

18. Summarizing the position regarding procurement the Secretariat noted that the Executive Secretary is to delegate authority as follows:

(a) All institutions may now procure goods and services up to the value of US$5,000 per supplier provided that the procurement need has been considered and approved by the local procurement committee. A signed copy of the minutes as well as copies of quotations received must be submitted to the ECA relevant substantive Division/Office and to TACOO which is to ensure that the goods and services procured are in accordance with the provisions of the relevant project document and to record the amount and nature of the expenditure made.

Where no local procurement committee exists, submissions will be made to the Chief of Administration at ECA through the relevant substantive division which should obtain the prior endorsement of TACOO. The decision of the Chief of Administration will be conveyed by cable soon after examination. Institutions that do not have local procurement committees are strongly encouraged to set them up.

(b) All single purchases in excess of US$5,000 should be submitted to ECA for consideration by the Committee on Contracts and, upon approval, for procurement action. In this regard, requests should be submitted through each institution's relevant substantive Division/Office which, with TACOO, should confirm that the goods and services intented to be purchased are in full conformity with the project document and that funds are available to meet the costs involved.

19. An in-depth discussion on the issues raised by the Secretariat followed this presentation. The Chief Executive of ARSO enquired as to whether in the recruitment of local General Service staff ECA is to be informed of actions taken and the final selection only for record purposes i.e. ECA would not have to confirm the appointment. He was also of the view that as regards the time limit of three months for GS staff recruitment, pending finalization of the process, there should be no limit as the duration of the appointment is usually specified in the project document. In reply, the Secretariat explained that a General Service staff may be required urgently and the intention was that whilst waiting for the recruitment process to be completed, the Chief Executive could recruit for a three-month period. According to UN rules, delegation of authority can only be made to UN staff members. The objective here was to respond to urgent needs whilst also not violating UN rules and regulations.

20. After further debate on this subject the Chairman proposed, and the Conference agreed, that for recruitment of local General Service staff full authority is to be delegated to the Chief Executives. The relevant guidelines proposed in doc.ECA/CCE.8/4 should be carefully followed and ECA informed on completion of the process.

21. For NPPP it was ecplained by the Secretariat that these are professional staff recruited in the host country and subject to local terms and conditions of service. The Conference decided that for this category of personnel the posts are to be advertised and selection made by a local selection committee which will include UNDP and the recommendation submitted to the ECA Secretariat for approval.

22. For internationally recruited, staff regardless of country of origin, recruitment procedures should remain as at present.

23. On renewal of appointments the Administration and Conference Services Division (ACSD) of ECA should be informed three months before the expiration of the contract. If no action is taken by ACSD/ECA within a reasonable period of time then the Chief Executive can proceed with his decision.

24. The Conference decided that ACSD/ECA should monitor the implementation of the above arrangements and report at the next meeting.

25. Regarding procurement procedures the Chief Executive of ARSO noted that it should not be mandatory to have representation of the host Government on the local procurement committee as the institutions are regional and subregional in membership and not national; other member States may object to the host Government being granted this special privilege. The Secretariat pointed out that the situation varies among institutions, as does the local machinery for procurement. What is of real importance is the financial ceilings for different types of purchases. The Conference decided that each institution should use whatever machinery exists at present for all single purchases not exceeding US$5,000.

26. The Chairman devoted some time to difficulties that have arisen with respect to procurement procedures. He pointed out that the majority of the problems encountered are created by the institutions themselves. First, tendering should always be open; but, more often than not, only one supplier is given. Second, specifications are often inadequate. Third, too little time is given for the processing of requests either by the ECA Contracts Committee or the UN Headquarters Committee on Contracts. The Chairman counselled that at the time of signing of the project document a Project Implementation Plan (PIP) should be drawn up covering all aspects of the project. This should be rigidly adhered to. Unless this is done, and because there are factors outside of the control of the institutions (and ECA for that matter), unnecessary delays are likely to be faced. Procurement must be planned well in advance to avoid numerous requests to UNDP for extension, as has been the case recently.

27. On auditing, the Chairman noted that internal auditing is supposed to be ex ante but, in many cases, it is expost. As such, it is no different from external audits. In a large organization a specialist (usually an accountant) often has responsibility for internal auditing but this may not be feasible in small institutions such as the ECA-sponsored institutions. The Chief Executive of ACARTSOD reported that his Deputy Director exercises responsibility for internal auditing and financial control. The Conference agreed that institutions should take action to get a senior official to perform this function.

28. The Chief Executive of ARCT raised the question whether assistance should not be obtained from local UNDP offices not only for internal auditing but also for periodic physical inventories. The Chairman pointed out that this may not be possible in all countries. Therefore, institutions should set up their own internal mechanisms for both functions.

29. The Chairman directed that all the amendements to document ECA/CCE.8/4 decided upon by the Conference should be incorporated in a revised version which will be issued as a circular under his signature.

Report on the Standing Committee on Harmonization and Standardization of Documentation and Information Systems of ECA-Sponsored Regional and Subregional Institutions (Agenda item 5)

30. The Secretariat presented document ECA/CCE.8/5 on this item which reported on the work of the committee set up by the Seventh Conference of Chief Executives. The meeting was informed that the first meeting took place in UNECA Headquarters, Addis Ababa, 9-10 February 1988, and was attended by representatives of seven institutions and one observer-institution. Five major issues were considered by the meeting. First, an update on the status of the PADIS Project was discussed. Of particular interest to participants was the need for increased opportunities for training of staff from the institutions. It was noted that given the limited financial resources available member states were necessarily the primary beneficiaries of PADIS training programmes; however, as in the past, training opportunities would be made available to the institutions and training funds made available whenever possible.

31. Second, the draft terms of reference and rules of procedures of the Standing Committee prepared by a working group which met in September was considered. One major issue was that of membership i.e. should non-ECA sponsored institutions active in information and documentation activities be considered for full membership or should membership be limited only to ECA-sponsored institutions and ECOWAS. It was proposed by the Committee that the issue be left to the Eighth Conference to decide.

32. Third, the Committee considered the survey of information systems and services at ECA-sponsored institutions. It was noted that the response to the questionnaire on the subject sent out by PADIS had been very poor; it was not possible, therefore, for an exhaustive analysis of the current situation to be made.

33. Fourth, a paper on the information needs of users in the region was discussed; the overall aim was to provide the institutions with the means of defining a medium-term strategy for the development of their activities, on the basis of existing data and the experience accumulated by the institutions. The Committee expressed its support for the aims and themes of the study on the subject and the modalities for conducting it. Some members of the Committee indicated that they had results of user studies in their respective areas of work and recommended that reports of on-going as well as completed studies be compiled and circulated. PADIS was requested to contact all ECA-sponsored institutions to obtain copies of studies produced on user surveys for compilation and distribution to members of the Committee.

34. Fifth, the meeting was presented with a draft agreement between PADIS and the institutions defining the responsibilities of each party and a supplementar report providing the basic objectives and functions of PADIS, its network structure, the main duties, activities and privileges of the network members as well as the financial and operating policies of PADIS.

35. Among the other business considered by the Committee was the proposal that a subcommittee be established to review and recommend to the Standing Committee the norms and standards to be adopted for bibliographic description, numerical and non-numeric data bases, hardware and software, including desk-top publishi The Committee supported this proposal and decided to establish a working group look further into the subcommittee's consideration.

36. Finally, the meeting was presented with the directory of experts of ECA-sponsored institutions which had returned the data collection forms. The meet requested that the directory be up-dated every year.

37. After this presentation by the Secretariat the Conference considered, in each of the recommendations proposed by the Standing Committee. The following decisions were taken by the Conference:

(i) Full-fledged membership of the Standing Committee should be open to regional and subregional institutions in the region with substantive information activities. With this amendment, the Conference adopte Terms of Reference, Organization and Functions of the Standing Commi

(ii) Chief Executives should ensure that their institutions are represent on the Standing Committee and that their representatives participate regularly in its work.

(iii) Chief Executives are urged to complete the questionnaire on informat systems and services in their institutions so as to enable PADIS to an accurate picture of available documentation and information syste their institutions. The Chairman should be provided with regular re on the subject.

(iv) As there is an urgent need to compile the reports of on-going and completed users needs studies PADIS should approach all the institut for copies of studies undertaken by them and make these available t members of the Standing Committee.

(v) The draft agreement between PADIS and the institutions on modalities cooperation and efficient exchange of information was adopted with t proviso that it should be as flexible as possible in its implementat taking into account the particularities of each institution.

(vi) PADIS and the institutions should exchange their work programmes on a regular basis.

(vii) PADIS should make every effort to provide training and technical assistance to the ECA-sponsored institutions.

(viii) A subcommittee on norms and standards should be established. PADIS should prepare the working documents proposing norms and standards, for consideration by the subcommittee which should meet at the same time as the Standing Committee.

(ix) While welcoming the publication of the first issue of the Directory of Experts, the Conference noted that the quality and comprehensiveness of future editions would depend on the cooperation of the institutions.

38. The Conference congratulated the Standing Committee for an excellent beginning.

The Draft Consolidated Biennial Report on the Activities of ECA-Sponsored Regional and Subregional Institutions for 1986-1987 (Agenda item 6)

39. The Secretariat introduced document ECA/CCE.8/6 which presented a consolidated report of activities of the institutions, based on separate reports submitted by the institutions. In accordance with resolutions 409 (XVI) and 541 (XVII) of the ECA Conference of Ministers the consolidated biennial report for 1986-1987 is to be submitted to the next meeting of the Conference of Ministers in April 1988. The Secretariat noted that 18 institutions had submitted contributions. Before the beginning of the Conference, Chief Executives had been requested to review presentations on their institutions in the Draft Report and bring to the attention of the Secretariat any proposed revisions.

40. Following this introduction the Conference proceeded to a discussion on the purpose of the Report and the guidelines to be followed in making the Report more meaningful and useful to member States. The Chairman emphasized that, in its present form, the Draft Report did not reflect such issues as the overall performance of the institutions, their achievements, common problems experienced and any efforts at rationalization and increased efficiency. There are no clear indications of the positive contributions of the institutions to the solution of problems in their specialized sectors which are being experienced in member States; quantification of achievements (eg. numbers of officials trained, number of countries participating in training programmes) would demonstrate the extent to which institutions were assisting in manpower development in member States and in the provision of relevant technical services. The Chairman also proposed that the Draft Report should include an introductory overview which should cover the areas noted above; the descriptions of the activities of the institutions, organized along the lines of five specialized groups, would then be Part II of the report.

41. In the discussion on the Chariman's proposals the Chief Executive of ARSO raised the question of the length of each entry. It was pointed out that only essential information which would whet the appetite of the reader for more detailed information should be included. Thereafter, the interested reader would be expected to request for more information, as contained, for example, in the Annual Report of the institution.

42. The Chief Executive of WACH agreed with the proposal that there should be an introductory overview to the present Draft Report; it was his view, however, that this should be done by the Secretariat. This view was accepted. However, the Chairman pointed out that a meaningful overview could only be based on the quality of information provided in the different inputs. Accordingly, it was agreed that the Specialized Groups should review the presentations in the Draft Report and submit revised versions which would, in addition to the issues noted above, highlight the general contours of each institution, the main thrusts of activities, and the impact of such issues as lack of universality of membership, failure by member States to meet their financial obligations, difficulties in generating revenues, and increasing dependence of external resources. Chief Executives who had not submitted their contributions were urged to do so promptly.

The Draft Consolidated Biennial Report of the Work Programmes and Budgets of ECA-sponsored regional and sub-regional institutions for 1988-1989 (Agenda item 7)

43. The Chairman pointed out that the comments and observations on the draft consolidated biennial report on the activities of ECA-sponsored institutions for 1986-87 applied, mutatis mutandis, to this report. The same procedure for preparing a revised version was adopted.

Bulletin of ECA-sponsored Institutions (Agenda item 8)

44. The Secretariat introduced document ECA/CCE.8/8 which outlined the main thrust of the third issue of the Bulletin. As 1988 marks the 30th anniversary of ECA it was proposed that the contributions should focus on achievements and plans for the future, in the context of the role of ECA in promoting socio-economic development in Africa. Hence, the theme proposed was "A System within a System". The Secretariat explained that Chief Executives had been requested earlier to bring their inputs to the Conference and six had been submitted. The Chairman raised the question of whether or not this publication should be continued. It was agreed that Chief Executives should take their contributions to the ECA Conference of Ministers in Niamey, in April, or send them to the Secretariat by 15 April 1988.

UNDP Fourth Programming Cycle - Progress report (agenda item 9)

45. In the absence of the Chief of TACCO the Chairman presented document ECA/CCE.8/9. He expressed concern about delays in the appooving of UNDP Fourth cycle projects and noted that only the ARSO project had been approved by UNDP; the preparatory assistance projects of AIHTTR and RECTAS had also been approved. The Chairman added that the Assistant Administrator for the RBA would be in Niamey for the Conference of Ministers and advised that Chief Executives discuss their projects directly with him then.

46. The Chairman informed the meeting that besides a good number of its own projects (25 projects) submitted to the UNDP/RBA for inclusion and subsequent financing through the Regional Programme for Africa, ECA has been designated a reference point for UNDP multisectoral projects for African intergovernmental organizations as well as projects for the ECA-sponsored regional and subregional institutions. The status of ECA-sponsored projects for the institutions can be classified as follows:

(a) Projects formally approved and being implemented:

- Assistance to ARSO : the UNDP input will amount to US$1,400,000;

(b) Projects considered acceptable for inclusion in the Fourth Cycle Programme but subject to a preparatory assistance phase prior to the formal approval of the full scale project

- Regional Centre for Training in Aerospace Surveys (RECTAS): US$300,000 approved for one year preparatory phase;

- Assistance to the African Institute for Higher Technical Training and Research (AIHTTR): US$ 362,000 approved for one year preparatory phase;

- Assistance to African Remote Sensing Programme: US$32,000 approved for one year preparatory phase;

(c) Projects approved in principle but presently subject to some procedural requirements before the formal approval of the Fourth Cycle (1987-1991) project documents

Since most of the projects falling under this category were being supported during the UNDP Third Programme Cycle, decisions have been made either to extend beyond 31 December 1987, the activities of the Third Cycle projects or to give an advance authorization for the starting of activities planned under the projects newly proposed for the Fourth Cycle Regional Programme.

- Support to the African Regional Centre for Engineering Design and Manufacturing (ARCEDEM). A total amount of US$1,051,057 is approved for the extension of Third Cycle Project activities up to end of April 1988. The total budget for the Fourth Cycle project is US$4,535,000.

- Support for the operational expansion of the African Institut de developpement économique et de planification (IDEP). A total amount of US$1,401,746 is approved for the extension of project activities up to end of April 1988. The budget for the full-scale project for the Fourth Cycle is US$3,732,230;

- Support to the Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRC). US$72,750 is approved for the extension of the Third Cycle project activities up to end of April 1988. The amount to be allocated by UNDP for the Fourth Cycle project will be determined after the project has been evaluated;

- Assistance to the African Regional Centre for Technology (ARCT). Extension of Third Cycle project activities is approved up to April 1988 and withing limits of US$106,704. The budget for the Fourth Cycle project document is estimated at US$4,000,000;

- Assistance to the East and Southern African Management Institute (ESAMI). Third Cycle project extended up to April 1988 with additional resources amounting to US$141,000. The amount US$3,385,000 for the Fourth Cycle project will be decided upon after the evaluation of the project.

Report of the Seminar on Programme Budgeting (agenda item 10)

47. The Secretariat introduced document ECA/CCE.8/10 which presented an account of the proceedings of the Seminar. Following the presentation the Chairman elaborated on the usefulness of this tool for efficient use of resources, which, he noted, are getting more and more scarce. He quoted the RCSSMRS which had gone a long way towards adopting Programme Budgeting. The staff member responsible for preparing the Centre's budget had spent two weeks in ECA familiarizing himself with the details of programme budgeting and at the time of the actual preparation of the budget an ECA staff member was detailed to assist in finalizing the budget at no cost to the Centre. The Chairman recommended that other institutions borrow a leaf from RCSSMRS.

48. The Chief Executives of ACARTSOD, ARCT and ARCEDEM reported that they had also adopted programme budgeting. Several other Chief Executives agreed that there were definite advantages to be derived from this approach to budgeting as compared to administrative budgets. The AATPO Chief Executive expressed the view that programme budgeting is based on the assumption that resources are guaranteed whereas for most institutions this is not the case. In AATPO the administrative

budget is found useful for showing member States the status of their contributions and the allocation of expected resources to programme implementation; this is combined with the programme budget.

49. The Chief Executive of RIPS noted that donors have their own specific formats and specifications for preparing budgets; adoption of programme budgeting would mean having two types of budgets. The Chief Executive of ESAMRDC pointed out that as under programme budgeting each departmental unit would be required to prepare its own budget, his institution would end up with four budgets. He requested ECA to make available a staff member to assist in this task.

50. In reply to the AATPO observation the Chairman stressed that unless there is a programme budget member States will not be clear as to the concrete uses to which their funds are being put. A programme budget has little to do with what a member State has to contribute. Rather, starting with what resources are available, it makes allocations beginning with programme items considered of top priority which must be implemented at all costs. If at the end of the period it is discovered that least priority items have been implemented questions will be expected from the policy organs.

51. On the RIPS observation the Chairman noted that the programme budget should provide for all resources, and clearly indicate the sources whether regular or extrabudgetary. At the same time the specific budgeting requirements of donors are adhered to. As regards the ESAMRDC observation the Chairman noted that in each institution the one staff member responsible for preparing the overall budget should coordinate the programming inputs from each departmental unit. That person should be provided the necessary training and he then pass on the skills to the unit heads. The Chairman emphasized that it would be best if the budget officer be sent to ECA for such training; after preparation of the first draft of the budget ECA would make available one of its experts to assist in finalizing the document.

52. The Conference agreed that given the range of benefits inherent in the use of programme budgeting a start should be made by all institutions to change from whatever budgeting systems are currently used. At the next Conference, Chief Executives would report on actions taken in this regard.

Presentation of reports of the meetings of the Specialized Groups (agenda item 11)

53. In the light of the decisions regarding agenda items 6 and 7 it was agreed that the Specialized Groups should send their reports directly to the Secretariat.

Date and venue of the Ninth Conference of Chief Executives (agenda item 12)

54. The Conference decided that the Ninth Conference will take place at the Headquarters of ECA on a date to be determined in the first quarter of 1989.

Any other Business

55. The Chief Executive of AATPO reported that since the last Conference the resource situation of his institution had improved considerably. He thanked the Executive Secretary of ECA and his colleagues for their support in securing contributions from his member States and for other forms of assistance during a very difficult period. The Chairman congratulated the AATPO Chief Executive for the positive turn in the financial situation of his institution. He cautioned that delivery of programmed outputs and provision of services to member States should now be of topmost priority.

Adoption of the report (agenda item 13)

56. The report of the Eighth Conference of Chief Executives was adopted, with a number of amendments.

Closure of the meeting (agenda item 14)

57. The Chairman thanked AATPO for hosting the Conference and the Secretariat for an excellent job. He wished all participants safe journey back to their bases.

ANNEX I

LIST OF SPECIALIZED GROUPS OF ECA-SPONSORED INSTITUTIONS

(a) Finance Institutions

- African Development Bank (ADB)
- African Centre for Monetary Studies (ACMS)
- West African Clearing House (WACH)

(b) Earth Resource Development Institutions

- Regional Centre for Training in Aerospace Surveys (RECTAS)
- Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRS)
- Regional Centre for Remote Sensing (CRTO)
- African Association of Cartography and Remote Sensing (AACRS)
- Eastern and Southern African Mineral Resources Development Centre (ESAMRDC)
- African Regional Centre for Solar Energy (ARCSE)
- Central African Mineral Resources Development Centre (CAMRDC)

(c) Industrial Development and Services Institutions

- African Regional Centre for Technology (ARCT)
- African Regional Centre for Engineering Design and Manufacturing (ARCEDEM)
- African Regional Organization for Standardization (ARSO)
- African Institute for Higher Technical Training and Research (AIHTTR)
- African Regional Industrial Property Organization (ARIPO)

(d) Social Economic Development Planning and Management Institutions

- Regional Institute for Population Studies (RIPS)
- Institut de formation et de recherche démographiques (IFORD)
- African Institute for Economic Development Planning (IDEP)
- African Centre for Applied Research and Training in Social Development (ACARTSOD)
- Eastern and Southern African Management Institue (ESAMI)

(e) Trade and Transport Institutions

- Federation of African Chambers of Commerce (FACC)
- Interafrican Coffee Organization (IACO)
- Port Management Association of West and Central Africa (PMAWCA)
- Trans-African Highway Authority (TAHA)
- Port Management Association of Eastern and Southern Africa (PMAESA)
- Association of African Trade Promotion Organizations (AATPO)

ANNEX II

REPORTS OF SPECIALIZED GROUPS

1. FINANCIAL INSTITUTIONS

1. In 1986 and 1987, the ECA-sponsored regional and subregional institutions operating in the financial sector were three as in the previous biennium, namely, the African Development Bank (ADB), the African Centre for Monetary Studies (ACMS) and the West African Clearing House (WACH). Although these institutions vigorously pursued the objectives for which they were set up, they faced with varying degree of intensity, exogenous problems which constrain their operational results.

2. In the case of the WACH, efforts were made in a number of educational as well as publicity seminars/workshops to encourage a greater use of the clearing system in remitting payments for goods and services exchanged intra-regionally. These seminars/workshops were held in collaboration with such institutions as the ACMS, West African Clearing House (WACH) and ECOWAS.

3. In spite of those and other efforts, transactions channelled through clearing system maintained a downward trend in the review period. In 1986, transactions declined drastically to 90.5 million West African Unit of Accounts (WAUA = SDR) from the level of WAUA 195.3 million attained in 1985. A further decline to WAUA 81.2 million was recorded in 1987.

4. The proportion of the transactions which were mutually offsetting and hence did not give rise to settlement in hard and non-regional currencies, which stood at WAUA 16.2 million in 1985 declined to WAUA 12.7 million and WAUA 4.8 million in 1986 and 1987, respectively. This development in effect meant that the net balance requiring settlement in foreign exchange as a proportion of total transaction channelled through WACH remained high and rising in the review period. Thus, although the level of transactions has fallen, the matrix of transactions revealed growing imbalances.

5. The low level of intra-regional trade in West Africa is explained mainly by structural factors exemplified by an underdeveloped and inward-looking industrial sector which hardly satisfies the domestic demand, and the agricultural and mining sectors which remain overseas export-oriented with little scope for intra-subregional trade. This situation was compounded by poor transportation and communication systems and uncoordinated macro-economic policies. In the review period, these factors were further complicated by worsening balance of payments positions and huge external debt burden which produced serious disruptive effects on production through lack of foreign exchange to import essential raw materials and spare parts. The decline in the value of transactions channelled through WACH in 1986 and 1987 is also traceable to the problem of delayed settlement of net indebtedness by some member central banks whose countries suffered severe global balance of payments deficits. The situation produced short-term reaction from both the creditor and the debtor banks designed to reduce their exposure or their indebtedness as the case may be. Undaunted by these adverse developments, the Exchange and Clearing Committee (i.e. the management) intensified efforts at finding lasting short-term as well as long-term measures to put WACH on a firmer ground to pursue its objectives to which the member banks remain firmly committed.

6. The ACMS, in the review period, completed three major studies in its field of research, namely study on the African debt problem for the OAU Summit; Management of public debt in African countries; and parallel markets of the exchange rate and their implications for co-operation and development in Africa.

7. In the field of training, it ran two courses on Monetary Analysis and Financial Programming for participants from member countries; one in September to December 1986 and the second one in the same period of 1987. It participated in a number of workshops, seminars, and symposium which dealt with several related topics such as macro-economic management for structural adjustment, problems of management of African currencies, and the management of financial development in Africa.

8. ACMS activities in the review period also included seven on-going studies in the area of monetary, debt and balance of payments management and trade finance.

2. EARTH RESOURCES DEVELOPMENT GROUP

1. ATTENDANCE

The meeting of the Earth Resources Group which took place at the International Pavilion, Tangiers, Morocco on 16th March 1988 was attended by the following:

- M. CHATUE-KAMGA, Director General CAMRDC, Brazaville
- Dr. ING CHEDLY FEZZANI, Secrétaire Général a.i.
  Organisation Africaine de Cartographie et de Télédetection (OACT) Alger
- Prof. O. O. AYENI, Director, Regional Centre for Training in Aerospace Survey (RECTAS)
- M. KUGULE-MAGAMBO J.E.N., Director General,
  Eastern and Southern African Mineral Resources Development Centre (ESAMRDC)
- M. B.A. SIKILO, Director General, Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRS)
- M. J.P. SAWADOGO, Directeur Administratif et Financier du Regional Remote Sensing Centre

2. AGENDA

The Chairman for 1986 Meeting Dr. FEZZANI, after welcoming members to the meeting, called for the adoption of an Agenda. The following agenda was unanimously adopted:

1. Election of Officers
2. Review of Activities in 1987
3. Merger of ARSC and ARC
4. Coordination of Continental Mapping Projects
5. Dissemination of Information amongst Institutions within the Group
6. Any other business

3. ELECTION OF OFFICERS

The Chairman Dr. Fezzani proposed the following as officers for 198 and his proposal was unanimously adopted:

- Mr. B.A. SIKILO - Chairman
- Prof. O.O. AYENI - Rapporteur

4. REVIEW OF ACTIVITIES FOR 1987

Each Institution reviewed its activities in 1987 as follows:

A. RECTAS

a) RECTAS produced 44 graduates in 4 traditional training programmes in 1987 made up of 11 photogrammetric operators, 13 photogrammetric technicians, 18 photogrammetric technologist and 2 certificate holders in Remote Sensing Course from the following six African countries: Nigeria (29), Senegal (5). Benin (5), Burkina (3), Ghana (1) and Mali (1). 58 candidates from 12 African countries were given admission to various courses in 1987/88 session.

b) Three types of training workshops were conducted in 1987 viz

(i) Practical photogrammetric workshop for tertiary institutions with 31 participants.

(ii) Workshop on survey and mapping computations with 16 attendants

(iii) Workshop on remote sensing applications in which 10 people participated

c) The Centre executed a land-use mapping project in Senegal and both Mosaic and topo mapping projects at Oguta town at scale of 1/10,000 in Nigeria.

d) On staff training, four members of staff were sent abroad for versions training course in 1987 as follows:

- one were sent to RCSSMRS in Nairobi for instrument maintenance;
- the second to Brazil for a 10 months course in remote sensing applications;
- the third to Laval University Quebec for M.S.C. photogrammetry;
- the fourth to GDTA, Toulouse for one month course in remote sensing.

e) On promotional activities the Centre marked in March 1987 the Year of Cartography with a symposium in Cartography and Remote Sensing for Development in Africa and an International Map Exhibition featuring maps from 15 African countries.

The Centre published the maiden issue of its Newsletter in May 1987.

f) The Centre received the following technical assistance during 1987. Swiss Government provided fellowships to 18 students and a staff for training and also donated a versatile instrument APY to the Centre. UNDP provided a grant of US$300,000 for equipment conducting workshops and fellowships in 1987 while the French Government provided grants for staff training at GDTD and for the working visit of the Centres' Director to France.

g) The Centre changed its name from Regional Centre for Training in Aerial Surveys to Regional Centre for Training in Aero Space Surveys. (RECTAS) with effect from September 1987.

B. RCSSMRS

a) Training continued to play the major role of the Centre's activities during 1987:

(i) A total of 151 nationals from 18 countries were trained in the application of remote sensing to food and agriculture, water resources exploration and conservation, forestry, early warning and environmental monitoring;

(ii) 25 nationals from Kenya, Uganda, Zambia, Malawi, Lesotho and Swaziland were introduced to modern geodetic instrumentation and techniques;

(iii) 22 nationals from Kenya, Tanzania, Uganda, Zambia, Malawi, Lesotho and Swaziland were trained in the techniques of photomapping using satellite imagery to up-date small scale (1/100,000,; 1/250,000) maps;

(iv) 15 nationals were trained in repair of digital electronic and optical instruments.

b) The Centre produced 5 photomaps for Kenya (2), Tanzania (1), Uganda (1), Lesotho (1), In addition 1/5,000,000 cattle distribution map of Africa and a special atlas containing 16 thematic maps of Lake Victoria Basin was produced for the Basin Authority in Kenya.

c) Instrument repairs and maintenance were undertaken in Kenya, Uganda, Tanzania, Lesotho and Zambia - a total of 245 instruments were repaired.

d) Advisory services were offered to Sudan where a crop yield forecasting project was implemented jointly with Sudanese experts under USAID (Sudan) grant. The project area was 1 mill sq.k.

e) A feasibility study for the Nairobi earth resources satellite ground receiving and processing station commenced in October 1977. The study is being financed by the EEC and is being conducted by a consortium of consultants consisting of CNES (French), Do (German) and Telespazio (Italian). The study is expected to be completed in September 1988.

f) In June 1987, the Centre concluded an agreement with IGADD (Intergovernmental Authority on Drought and Desertification) whereby the Centre would operate a meteorological satellite to provide remote sensing input into the drought early warning system. IGADD countries comprise of Kenya, Uganda, Sudan, Ethiopia, Djibouti and Somalia. In addition the Centre would also be involved in the training of nationals from the six countries in the application of remote sensing to early warning and desertification control.

C. CRTO

CRTO continued through the year 1987 to reinforce its training activities and its assistance to users (especially the member States) and to improve administration and financial management. Summary of activities areas as follows:

a) Training courses concerning general applications of teledetection: one in English and one in French. These courses run for nine months since October 1986.

b) The CRTO also organized in 1987 a seminar on the subject of Teledetection and Development for National Plan Directors from member States.

c) Execution of projects in Burkina Faso, Niger and Mali, projects financed in these countries by foreign donors.

d) Missions of sensitization and of study in Mali, Togo, Guinea, etc.

e) Meeting of the round table of donors for the building of the receiving station which is the second phase of development of CRTO.

f) Acquisition of mini-computer for administration and financial management.

D. AAC

The scientific activities of the AAC in the year 1987 were cent around:

(i) putting into practice the short-term programme for internationa cartography on hydraulics in Africa initiated by the OAU. The first sheet of the hydrologic map scale 1/5 million, was publis in February 1988 and its explanatory notes will be completed i March 1988. Sheet 3 was the subject of a workshop in Addis Ababa, 2-12 December 1987, and will be published in the course of 1988. Sheets 2, 5 and 6 will be subject of workshops planne for 1988 which will be organized in Zagreb, 30 May - 12 June 19 and in Kinshasa 1 to 12 September 1988.

(ii) the final preparation of the standard certifications for the topographical maps, scale 1/50,000, and those which were adopt by the 6th Regional Conference on Cartography. A final text i being completed with the assistance of Morocco.

(iii) on the subject of the integrated project for the continental geodesic network, the conceptual approach proposed by the AAC, and adopted by the 6th Regional Conference on Cartography, was produced in its final form and circulated to all African State

(iv) in conclusion, the AAC desires a more definitive commitment on the part of African institutions in the field of co-ordinat and carrying out continental projects and that the new institu issuing from the fusion AAC/CAT should play an active role in matter.

In 1987, the AAC spared no effort to fullfil its programme of activities in spite of its very scanty resources and also to bring about the fusion of AAC and CAT and the creation of the new African organization of cartography and teledetection. As concerns the AAC studies on evaluation of training needs and of manpower working in the fields of cartography, the AAC wishes to have the comments of the ECA and of the existing regional institutions so as to be able to coordinate the implementation of a second global policy for training in this subject on the continent.

E. CAMRDC

The activities of CAMRDC in 1987 consist of the following:

a) A workshop on geochemical applications in mineral exploration, in July 1987 and a symposium on small-scale exploration of gold, in July 1987.

b) Various consultancy services to member States of CAMRDC, particularly Chad and Equatorial Guinea.

c) Continuation of the inventory of mineral resources in Central Africa.

d) Co-ordination of activities related to:

(i) establishment of metallogenic map of Central Africa in view of CAMRDC's participation;

(ii) CAMRDC undertook a general study on geological and geochronological correlations in Central Africa in collaboration with UNESCO;

(iii) a study to establish the energy map of Central Africa in collaboration with ECA's division of Natural Resources.

F. ESAMRDC

a) Strengthening the ESAMRDC

The most significant activity undertaken by the ESAMRDC during the period under review was the evaluation of the capabilities and constraints of the ESAMRDC in Dodoma.

The evaluation team was given a comprehensive set of terms of reference by the Governing Council in October 1986 to find solutions as to why the centre has not attracted membership, and has had no impact, why present member countries were reluctant to make contributions, why donor agencies and countries have reduced support etc. The team undertook the exercise during 1987.

The evaluation team found that, for the centre to solve some of the issues raised above it should (a) establish its own infrastructure (b) should have a core staff consisting of a director general, economic geologist, mining engineer, mineral processing engineer and industrial minerals specialist, (c) the Centre should initiate and undertake projects and programmes that are relevant and consistent with the mineral development policies and strategies of the member States.

b) Implementation of work programmes during 1987

Listed below are two projects which had impact. These include:

(i) Geohydrological investigation of the Lake Kature Brine Field, Kasese District, Uganda.

(ii) Mine Planning and Design of the Lega Dembi Gold Mine in Ethiopia.

The work by the Centre is expected to assist Uganda and Ethiopia respectively in making investment decisions.

5. MERGER OF AAC AND ARSC

Dr. FEZZANI gave the following report on the Merger of AAC and ARSC:

(a) The Conference of Plenipotentiaries of the new African Organization of Cartography and Teledetection was born out of the fusion of the African Association of Cartography and the African Council for Teledetection.

16 States signed the new Constitution in four working languages (English, Arabic, French, Portuguese). These States were: Algeria, Tunisia, Morocco, Libya, Senegal, Guinea, Niger, Mali, Burkina Faso, Ethiopia, Uganda, Tanzania, Congo, Gabon, Zaire and Madagascar.

(b) The headquarter of the institution is situated in Algiers. The Executive Bureau of the Conference is composed as follows:

Chairman:	Zaire
First Vice-Chairman:	Tunisia
Second Vice-Chairman:	Mali
Third Vice-Chairman: (reserved for Southern Africa)	Not yet elected
Rapporteur:	Madagascar

(c) The Governing Board was also elected and is composed as follows:

The A.J. of Libya:	North Africa
Gabon:	Central Africa
Ethiopia:	East Africa
Burkina Faso:	West Africa
Algeria:	Host country

(d) The Conference of Plenipotentiaries nominated Dr. FEZZANI as Secretary General of the Institutions for one year and adopted the recommendations of the Governing Board meeting held in Addis Ababa 17 February 1988.

This new institution constitutes the first fusion operation recommended by the special committee set up by virtue of ECA resolution 477 and as adopted by the ECA resolution 150.

The meeting adopted the proposal by Dr. FEZZANI that all regional cartographic organizations to meet in Addis or Algiers to discuss the problem of harmonising cartographic and remote sensing activities in Africa.

6. COORDINATION OF CONTINENTAL MAPPING PROJECTS

Dr. FEZZANI in presenting this agenda item emphasised the importance of coordinating projects relating to Continental Mapping projects in Africa. He cited the example of African Mineral Mapping Project which was established by the Commission for World Geological Mapping through the Association of African Geologists without the knowledge of African Regional Mineral Organizations at Dodoma and Brazaville and without the participation of African mineral experts. He therefore proposed that the group should pass a resolution calling for the coordination of African Mapping Projects and that such continental mapping projects should be execution with the cooperation of relevant African Organizations. During discussion members cited an example of such continental mapping projects viz African Gravity Surveys and African Doppler Surveys which were initiated and executed in Africa with collaboration of experts from abroad.

The meeting then decided as follows:

(a) A committee to be called African Natural Resources Mapping Committee consisting of representatives from Regional and sub-regional natural resources oriented African Organizations should be established.

(b) The Committee should coordinate activities related to continental resource mapping.

(c) Dr. FEZZANI and Mr. NGUNGANWER were mandated to prepare terms of reference of the Committee.

(d) Dr. FEZZANI should coordinate the activities of this Committee.

7. DISSEMINATION OF INFORMATION AMONGST INSTITUTIONS WITHIN THE GROUP

The Chairman Mr. SIKILO reminded members of the decisions made at the last meeting concerning the dissemination of information amongst earth resources institutions. After some deliberations the meeting decided as follows:

(a) That a joint Newsletter African Natural Resources Newsletter - should be published annually by the Natural Resources Group in three languages viz English, French and Arabic.

(b) That RCSSMRS should be in charge of the maiden publication with the assistance of OACT.

(c) The deadline for submitting a two-page articles by each institutions to RCSSMRS is end of May 1988 and deadline for the publication of the maiden issue is September 1988.

(d) Each institution should receive 300 copies and would be responsible for their effective distribution to other African establishments.

8. ANY OTHER BUSINESS

(a) The meeting expressed concern about the dwindling annual contributions from member states and the reluctance of other African members in joining the institutions which they initiated. This situation has retarded the growth and development of the institutions and also their capabilities in delivering important services to Africa.

(b) In view of the important contributions which the institutions can contribute to Africans' Priority Programmes for Economic Recovery, the meeting made the following recommendations:

(i) That participating member states should pay arrears of their contributions to the institutions as a matter of urgency;

(ii) That other member states of Africa should join the various institutions;

(iii) That African countries and participating member States should make use of the expertise of the various institutions from project executions and consultancy services;

(iv) That institutions should be persistent in advertising their consultancy/technical expertise in African countries and also persuade member States as to their capabilities in providing assistance to implementing projects consistent with each country's development policies and strategies.

3. INDUSTRIAL DEVELOPMENT AND SERVICES GROUP

1. Opening of the meeting

The meeting was held at 14h00 on 16 March 1988 in Tangiers and attended by:

- Dr. D. Babatunde Thomas, Executive Director, ARCT, Chairman
- PR. M.E. Saad, Director-General, AIHTTR
- Mr. Zawdu Felleke, Secretary-General, ARSO
- Engr. Adebisi M. Olusanya, Deputy Executive Director, ARCEDEM

2. Report of activities of the institutions

In accordance with their approved work programme and taking into account the SET dimension of the LPA, the APPER and UN-PAAERD, the institutions implemented the following programme elements/activities during the year 1987, in collaboration with national institutions in their member States in order to strengthen the capacities of those institutions.

A. African Regional Centre for Technology (ARCT)

i) Food science and technology - Activities include demonstration of viable technologies for the processing of cereals e.g. maize in Kenya and Zambia; and roots and tubers e.g. cassava in Ghana.

ii) Energy technology - Activities include establishment of demonstration units to promote biogas technology in member States, and training of over 50 technicians in the construction and maintenance of biogas digester.

iii) Technological consulting and advisory services on technology policy, planning and strategies. The International Consortium of Consultants for Consultants for Africa to promote acquisition of know-how by African Consultancy organisations was also launched.

iv) Training (Human Resources Development) - Evaluation of training needs, conduct of national, subregional and regional courses, seminars, workshops, in plant demonstrations, short-term attachments, and secondment with the participation of over 150 people.

The African Chair of Technology Programme was launched to promote capacity building in Food Science and Technology, Biotechnology, and Nutrition and Health.

v) Information and Documentation - Development of technological information systems, on food, energy, and capital goods production technologies; publication of periodicals, directories; bibliographies, and indexes; data base development and management.

Co-operated with international organisations including UNDP, IDRC, ECA, WIPO, UNIDO, FAO, UNESCO, EDI/IBRD, and UNFSTD. Initiated discussions about co-operation agreements with UNIDO AUPELF, Commonwealth Science Council and IFSTAD. Malawi acceded to the Constitution of the Centre during the year, bringing its membership to thirty.

The Government of Senegal allocated to the Centre land for the Centre's permanent premises.

B. African Institute for Higher Technical Training and Research (AIHTTR)

i) With respect to membership drive, Zambia and Sudan acceded to the Institute's Constitution, funds drive has not been successful.

Technical assistance to the tune of US$362,000 and US$10,000 have been provided by UNDP and UNESCO, Dakar.

Implementation of training workshops benefitting 21 fellows from the Commonwealth countries in Africa. Architectural proposal for Phase I Physical Development of the Institute has been submitted and the Architectural consultant will soon be appointed.

C. African Regional Standardization Organization (ARSO)

i) Assistance to member States in strengthening their national machineries for standardization, quality control, certification and meteorology and documentation and information systems;

ii) Operation of regional training workshops on standardization;

iii) Development of African Regional Standards (ARS);

iv) Preparatory activities in its fields of quality control, certification and metrology practices required for proper implementation of the ARS, developed by ARSO;

v) Establishment of an ARSO network of documentation and information system on standards and technical regulations.

D. African Regional Centre for Engineering Design and Manufacturing (ARCEDEM)

I. Infrastructure

i) Completion of the fabrication workshop building, outstanding electrical works and asphalting of the access roads;

ii) Provision of electrical power through a generating act and water through bore holes to the Centre.

Design activities

iii) Design - Design of selected machine components and undertaking of study and field missions towards the creation of national centres;

iv) Consultancy registration of the Centre as a consulting institution with other international institutions;

v) Training - Organizing a training course in machine design and manufacturing methods and a study tour on design of capital goods and equipment and machines for agriculture;

vi) Manufacturing: Installation of 35 machines in machine workshop and provision of maintenance services to the Centre;

vii) The Centre was officially commissioned on 16 December 1987 by the President of Nigeria, President Babangida Badamasi Ibrahim.

3. Joint project activities

The joint ARCT/ARCEDEM project on the development for maize shelling and rice milling equipment, based on the outcome of work of demonstration units established by ARCT, have now reached manufacturing stage.

ARCEDEM and ARCT participated in the ARSO Technical Committee concerned with the Development of African Regional Standards.

4. Co-ordination of programmes

Progress was reported on attempts at harmonizing the work programme of the four institutions. During a visit to ARCEDEM in December 1987 by the Executive Director of ARCT, areas for collaboration and harmonization were discussed and followed up by a letter to ARCEDEM.

The group further explained the proposal discussed at the last meeting on co-ordination of programmes including preparation of a consolidated work programme and budget and possibility for the establishment of a simple policy-making organ for the four institutions. It was recommended that the Executive Secretary of the ECA explore this matter with the policy organs of the four institutions.

5. Election of new Chairman

The Group elected Mr. Z. Felleke, Secretary-General of ARSO, as the Chairman for the year 1988.

6. Any other business

The Group discussed the newly issued travel/identity cards and decided that the Chairman for 1988 should write to the ECA to express the Group's gratitude for the issuance of the cards.

7. Closure of meeting

The meeting adjourned at 15h15 and the next meeting was scheduled to coincide with the Ninth Conference of Chief Executives of ECA-sponsored institutions.

4. SOCIAL, ECONOMIC DEVELOPMENT PLANNING AND MANAGEMENT GROUP

I. ATTENDANCE

The meeting was held from 9.30 to 12.15 and was attended by:

1. Prof. Duri Mohammed, ACARTSOD
2. Dr Mwima-Mudeenya E, ESAMI
3. Dr Ohadike, P.O. RIPS
4. Prof. Sala-Diakanda M., IFORD

II. GENERAL ORIENTATION OF THE WORK PROGRAMME OF THE INSTITUTIONS

The Group reviewed their individual work programme and noted that they were generally couched within the framework of the Lagos Plan of Action, Africa's Programme for Economic Recovery (APER), and the United Nations Programme of Action for Africa's Economic Recovery and Development (UN-PAAERD). The common denominator is skills development and upgrading for performance improvement in the implementation of development plans and programmes.

III. TRAINING

With respect to training, ESAMI undertakes short-term management training programmes and focuses on two types of training activities: open and tailor-made programmes.

- During the biennial 1986/87 ESAMI conducted 173 programmes which attracted over 3660 participants from various fields of management. To extend its services to the Southern African States, an office was opened in Harare in 1987. Because of the physical limitations at ESAMI's campus in ARUSHA, training has been decentralized at various centres in the member countries. For the 1988/89 period, 200 training programmes have been planned and an estimated number of 4,000 participants are expected to attend.

- ACARTSOD concentrates on short-term training in social development, social policy, social planning and social administration. All in all over 450 participants from 39 countries took part in the training programmes organized at national, sub-regional and regional levels during the above period.

- During the biennium 1986/87, 30 students from 13 francophone member States and one non-member State obtained the Diploma in Demographic Studies at IFORD after two years of study. Since October 1987, another 34 students started their training at the Institute for two academic years. RIPS provided training to candidates from anglophone Africa at three different levels. First, formal classroom training was provided for the 12-month M.A. degree programme to 33 students from 10 countries. Second, the Institute ran a

course leading to the M.Phil. degree to eleven candidates and third, the three candidates who were enrolled for the Ph.D. degree in Population Studies continued to work satisfactorily.

- The two Institutes also organized ad hoc training courses as may be required by member States and institutions. One area of recent development has been the use of microcomputers for research and training.

- The Group recognized the importance of collaboration in training activities of common interest, exchange of resource-persons and participation in each other's training programmes.

IV. RESEARCH

The Institutions concerned undertake original, analytical and evaluative research work with the primary aim of supporting their training programmes and meeting the development needs of member States.

The emphasis tends to vary from Institution to Institution. For example, ESAMI focuses on development of local training materials, case studies and problems of management of public enterprises.

With a grant from the Commonwealth Secretariat, 10 case studies were developed by the ESAMI STAFF and are to be published by mid-1988. Meanwhile, resources have been made available to continue efforts towards further development of local training materials, case studies, use of computers, and problems in public enterprise management.

To this effect, four sub-regional studies on evolution of social development strategies, policies and programmes have been completed. Two other research projects on social implications of drought and famine in East Africa have also been realized by research associates in the Network.

IFORD launched a new project focussing on the medium towns of Cameroon, and published several studies and articles in connection with mainly the Infant and Childhood mortality surveys conducted in five member countries, the national workshop on population policies held in Mali and the interrelationships between population and development in Africa. In order to promote research activities, the Institutes also organized, jointly with the International Union for the Scientific Study of Population (IUSSP), an international seminar on "Mortality and Society in Africa".

A continuing area of research interest at RIPS focusses on robust estimations of fertility and mortality under non-stable conditions. Relevant papers and studies on these and other topics including those on migration, fertility and population policy were published. The study on the differentials and trends of infant and child mortality in Ghana, Kenya and Lesotho was completed and presented at a seminar organized by the Population Division, New York. Another area of interest with publications on Ghana and Liberia is the genesis and consequences of adolescent fertility.

The Group recognized the importance of further exchange of research results and information and the development of joint research projects for funding by donors. An area that could be explored by IFORD, RIPS and ACARTSOD is the study of the social situation in Africa. ESAMI and ACARTSOD could also look into the management of social security systems in Africa.

V. DOCUMENTATION AND INFORMATION

The continuous need of exchanging information and result of research activities on developments in their institutions through such forms as joint seminars, conferences, and workshops was recognized by the Group.

VI. ADVISORY SERVICES

Each institution in its area of competence provides advisory services to member States and organizations upon request. However, it was recognized that there are overlapping areas of interest where the Institutions can collaborate in serving member States. The Group also recognized the need to improve and strengthen institutional capabilities in offering advisory services.

ESAMI carried out over 10 consultancy activities for various organizations in the member countries, including international organizations of the ECA. With increased staff capabilities in consultancy skills, during the biennial 1988/89, ESAMI plans to step up its consultancy activities.

PROBLEMS ENCOUNTERED

In general, the Institutions in the Group encountered a number of basic problems in implementing their work programmes during the period. First, the financial and administrative management of the Institutions suffered from lack of financial contributions from member States and the delays in the transfer of funds from ECA. Second, there was also the limitation imposed by the lack of adequate number of locally recruited teaching and research staff members.

These and other problems despite efforts to contain them, will still prevail during the next biennium 1988/1989. The institutions will, therefore, intensify their fund raising activities as well as the creation of awareness of the function and role of the Institutions in the development of member States.

5. TRADE AND TRANSPORT GROUP

Of the institutions in this group, only AATPO was present at this Conference. Accordingly no formal meeting of the Group took place.

The "report" of the group, therefore, deals only with the work and problems of AATPO.

AATPO had a particularly difficult 25-month period from January 1986 to January 1988. Since the end of January 1988, however, some improvement, especially in the financial position of the Association, has occured. The Association received considerable relief when the Federal Republic of Nigeria paid all its obligations to AATPO to the end of 1987.

In addition, the Libyan Arab Jamahiriya paid its 1987 contribution and promised to process the arrears to 1987 as soon as possible. Three other member States have made what the Secretariat believes to be reliable commitment to pay before May 1988.

As a result of these payments, the Association has reduced its real obligations by about 75%. Should the member States continue to give the necessary material support to the Association, there is much that it can do for them, as is evidenced by its work programme, summarized in document ECA/CCE.8/7.

In general, it might be observed that:

(a) AATPO has considerable potential to give effective service to its member States in particular, and to Africa in general, if only it can secure material support from its members.

(b) While co-ordination of programmes and activities with other ECA-sponsored institutions is essential, much of such co-ordination could adequately remove actual and fears of duplication of efforts. However, possibly due to lack of resources, such co-ordination remains a matter for the future.

Apart from exchanging views at the meetings of the Chief Executives only, institutions with common interest should hold formal meetings to hammer out a formal agenda for practical co-ordination of their work and activities.

ECA Secretariat could assist in this, particularly because of its position of authority.